

National Trends in Leadership Development

*Views from leaders in
addictions treatment and recovery*

Prepared on behalf of SAMHSA/CSAT by TASC, Inc.



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Disclaimer

The opinions presented herein are the views of the report authors and the interviewees, and do not necessarily reflect the official position of SAMHSA/CSAT nor any other part of the U.S. Department of Health and Human Services.



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Current State of Leadership in the Addiction Treatment Field

- **Early leaders nearing retirement**
- **No formal plan for leadership transition**
- **No culture of leadership and leadership development within the field**
- **Differing views on key issues**
 - **Medication-assisted treatment**
 - **Standardized treatment**
 - **Outcome measures**
 - **Role of recovery movement**



Partners for Recovery

- **Broad-based collaborative effort to advance the addiction treatment field**
- **Part of ongoing coordinated policy conversations by SAMHSA/CSAT**
- **Leadership development is one of key priorities of Partners for Recovery**
- **Goal is to ensure the continuing evolution of leadership and viability of the field on service and policy levels**



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Taking Stock – Process

- **SAMHSA enlisted TASC to interviewed 36 recognized leaders in:**
 - Treatment
 - State and federal policy
 - Policy generally
 - Recovery
 - Research
 - Training
 - Medical field
 - Professional organizations
- **Interviewees:**
 - averaged 23.9 years in field
 - anticipated an average of 10.7 years to retirement



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Taking Stock – Interview Questions

- **What attributes/skills are most critical to your success?**
- **What is the future environment for the addiction treatment field?**
- **What talent is needed to meet future demands?**
- **Does talent already exist? What potential needs to be developed?**



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Taking Stock – Interview Questions

- **What is the impact of leadership diversity, stigma, compensation, leaders in recovery on recruitment and leadership development?**
- **What action plans are needed to drive field into future?**
- **How are you currently developing talent internally?**
- **What are your plans for leadership transition?**



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Survey Findings

The following slides summarize the input provided by 36 leaders in the field who are nearing retirement.



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Assessment of Environmental Trends

Respondents cited:

- **Tighter funding and regulatory environment**
- **Research increasingly becoming basis for funding and policy**
- **Addiction treatment increasingly blended with mental health and primary care**
- **Impact of stigma**



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Funding and Regulatory Environment – *Issues cited by respondents*

- **Managed care constraints on treatment practices and quality of care**
- **High-tech efficiencies replacing face-to-face interaction**
- **Greater emphasis on certification, documentation**
- **Greater expectations and accountability for outcomes**
- **Greater competition as other fields become involved**



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Funding and Regulatory Environment – *Recommendations offered by respondents*

- **Diversification of funding streams**
- **Integration of treatment services into public and private funding**
- **Workforce and leadership equipped to deal with funding/regulatory changes**
- **Research to define optimal treatment levels and inform policy**



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Research-Based Accountability – *Issues*

- Outcome studies will increasingly shape policy and funding
- Greater accountability for specific, quantifiable outcomes
- Increasing knowledge of impact of addiction on brain functions
- Improving technology for treatment
- Field becoming more scientific – more options for standardization in diagnosis and treatment



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Research-Based Accountability – *Recommendations offered by respondents*

- Additional studies on cost effectiveness and cost benefits
- Pair naturalistic case studies with clinical experiments
- Leaders who think broadly and can apply research to practice and communicate findings and implications
- Improve field's capacity to integrate research into practice more quickly



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Connection to Mental Health and Primary Care

- **Greater understanding of pervasiveness of addiction treatment issues in other clinical contexts**
- **Integration with mental health and primary care is logical and necessary**
 - **Addiction screening as part of primary care**
 - **Physical screening as part of treatment SOP**
- **Separate fields are aligned but distinct**
- **Continue to define professional standards specific to addiction treatment**



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Public Attitudes and Stigma

- **Disagreement over whether stigma concerns are getting better or worse**
- **Field must continue to present substance use disorders as a health issue**
- **Field must demonstrate dependable measures of treatment outcomes**
- **Field must be visible in public dialogue about addiction treatment issues**



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Other Themes and Trends

- **Growing role of recovery movement**
- **Changes in workforce due to increasing certification requirements**
- **Need to use technology to share information**



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Identifying and Fostering Leadership Competencies

- **Leaders must be clinicians and business people, i.e. understand:**
 - Financing
 - Contracting
 - Property management and acquisition
- ***Leadership* involves big picture vision and ability to move others forward**
- ***Management* involves infrastructure, organization, product development and team-building**



Top 10 Leadership Skills and Competencies

- **Passion, commitment, belief in the cause and a tenacious approach**
- **Interpersonal and collaboration skills – ability to move toward consensus**
- **Vision for field and focus on key goals**
- **Solid experience and expertise based on longevity in field and interdisciplinary training**
- **Policy savvy/ability to be at right tables and garner support of key decisionmakers**



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Top 10 Skills (Continued)

- Integrity, honesty and credibility
- Curiosity and drive and ability to motivate others
- Flexibility and patience
- Ability to communicate complex ideas clearly and effectively
- Taking risks and translating learning into action



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Acquiring Leadership Skills

- **Leadership can be learned**
- **Self-taught through reading and developing skills over time in the field**
- **Mentoring and supervisory relationships key to fostering culture of leadership**



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Current Challenges to Developing Leaders

- Few leadership development training opportunities within field
- No defined management training tracks or “career ladders”
- Moving clinical line staff into management without management training
- Broader field does not have a blueprint for advancement between leadership levels (i.e. local, state, federal)



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Current Challenges to Developing Leaders (cont.)

- **Current mechanisms do not promote diversity**
- **Low compensation creates high turnover**
- **Stigma toward field generally**



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Opportunities for Developing Leadership Within Organizations

- **Dedicated leadership training**
- **Recruitment with emphasis on diversity and inclusion of recovering voices**
- **Target early career involvement**
- **Develop passion and technical expertise concurrently**
- **Internal communication to promote learning and mentoring**



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Opportunities for Developing Leadership in Key Areas

- **Researchers**

- **Become more proactive in advancing policy**
- **Promote relationship between academic institutions and local communities**
- **Engage providers in a culture of using research to improve practice**
- **Offer incentives to bring top researchers to addiction treatment projects**
- **Mentor young researchers**



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Opportunities for Developing Leadership in Key Areas (cont.)

- **Primary Care Clinicians**
 - **Develop capacity for assessment and treatment of substance use disorders**
 - **Offer incentives for training in substance use issues**
 - **Incorporate addiction issues into medical academia**



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Opportunities for Developing Leadership in Key Areas (cont.)

- **People in recovery**
 - **Being in recovery not necessarily sufficient for a leadership position**
 - **Increased certification requirements may marginalize non-certified staff in recovery**
 - **Provide training opportunities specifically for people in recovery**
 - **Create avenues for people in recovery to become spokespeople for field**



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Opportunities for Developing Leadership in Larger Field Context

- **Collaboration with external partners**
 - Develop allies and advocates in other fields
 - Expand view of what constitutes “the field”
- **Collaboration within field**
 - Relationships across geographic regions
 - Networking conferences
- **Recruitment**
 - Address “generational” gaps in motivation for working in the field
- **Transition of leadership**
 - Necessity of a field-wide effort to facilitate transition to next generation



Summary of Major Themes

We must:

- **Identify, attract, train, mentor, and retain individuals with passion and commitment to field**
- **Developing cultures of leadership within our organizations**
- **Coordinate leadership development efforts**
- **Articulate and embrace the common ground of a diverse field**



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Call to Action

- **Planning for transition needs to occur now**
- **Intentional leadership development needs to occur now**
- **Addiction treatment field must develop and implement coordinated strategies for identifying and preparing next generation of leaders**



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